



# Levy Funded Apprenticeships in Intelligence and Risk

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With the UK Government intention to deliver increasing volumes of apprenticeships as a viable alternative to University education, we believe it is essential to offer a range of dynamic apprenticeships that will challenge bright young minds, more so in the Intelligence and Security sector. Equally, modern apprenticeships provide opportunities for role-relevant upskilling, increasing existing workforce capability and mobility, without necessarily requiring new recruitment. Apprenticeships offer an opportunity for application of new knowledge and skills within a role-specific setting, whilst developing relevant behaviours and associated soft skills that may not usually be developed to the same level within traditional commercial programmes.

Traditional “white collar” apprenticeships often fail to offer the same level of skills development as more manual, traditional apprenticeships. We believe the newly developed Intelligence Analyst and Risk/ Compliance Manager Standards address this issue and help develop recognition for the knowledge, skills and behaviours that are so critical to being a competent Intelligence or Risk professional.

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# Why Choose Intqual-pro for Levy Funded Apprenticeships

Having been involved in Intelligence Apprenticeships since their inception in 2013, we were chosen as the key education sector partner to provide support and guidance to the employer group that developed the Intelligence Analysis standard. Intqual-pro have over 200 years of Intelligence and Risk experience that can be used to train, coach and develop confidence in applying knowledge, skills and behaviours that are relevant to whichever sector our apprentices are seeking to add value.

- ▶ Intqual-pro work closely with learners and employers to develop the most appropriate individual pathway.
- ▶ Pre programme scoping meetings with employer and apprentice working groups to ensure relevant and appropriate training pathways.
- ▶ Skills based exercises, analytical techniques and risk management models are specifically tailored to each sector and role that we work with.
- ▶ Hundreds of sector specific exercises to ensure maximum participation and practical involvement within our learning sessions.
- ▶ Live actors to increase communication, influence and risk management training within a safe and realistic environment.
- ▶ Excellent e-learning systems to ensure full visibility of progression and funding compliance to apprentices, employers and regulatory bodies.
- ▶ All staff are officially qualified in Safeguarding, PREVENT and Mental Health First Aid.



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# Intelligence Analyst Apprenticeship Standard

▶ Level: 4

▶ Funding: up to £11,000

The Intelligence Analyst Standard was developed to replace previous frameworks in Intelligence Analysis and Intelligence Operations, providing a modern and appropriate route for intelligence professionals to develop and implement a relevant skill set.

Having been key to the development of both the Standard and End Point Assessment Strategy, Intqual-pro are the UK's most experienced provider of vocational Intelligence training.

At Intqual-pro, we fully evaluate all learners prior to induction to programme and develop a pathway that is bespoke to each individual, being relevant to both sector and organisation. With hundreds of sector specific analytical exercises, we are best placed to provide role specific opportunities for analysts to develop an appropriate analytical capability.

The typical training period for the learners on our Intelligence Analyst Apprenticeship is 15-18 months and consists of classroom-based delivery sessions on either our premises or client sites as desired.

Specific modules and depth of analytical training within each technique is defined by the apprentice's pre-induction skill scan.

## Session Breakdown:

### Intelligence Theory and Fundamentals

Intelligence Cycle, Source Evaluation, Collection Planning, Assumption and Bias, Critical Thinking (3 sessions)

### Applied Intelligence Analysis

Application of structured analytical techniques (up to 7 sessions)

### Effective Communication of Intelligence Products

Report Writing, Verbal Briefing, Communication and Influence (2 sessions)

## Network analysis

## Geospatial analysis

## Temporal analysis

## Comparative Case analysis

## Cone of Plausibility analysis

## Analysis of Competing Hypothesis

## Backcasting

## Additional Modules Available:

- Internet Research and Investigation
- Understanding the Disclosure of Information
- Cyber Security Awareness
- Mental Health First Aid

## Learner Commitment

Between teaching sessions apprentices are provided with a range of knowledge and skills development based tasks to ensure competence and progression to End Point Assessment gateway. Intqual-pro fully maps and record Off The Jobs requirements. All apprentices have access to our e-learning platform for the duration of programme, providing constant communication with the training and assessment team and access to their live Individual Learning Record, providing clear and consistent visibility of targets and progression.

# Knowledge, Skills and Behaviours

## Knowledge

### An Intelligence Analyst knows and understands:

- Legal and organisationally appropriate intelligence collection and storage methods, together with their limitations. This includes applying that knowledge to sensitive and classified materials and other openly accessible information.
- The implications for loss of sensitive material, remaining alert to the methods required to protect against physical and cyber security risks and what procedures to follow in the event of loss of such material?
- The processes involved in the collation and evaluation of organisationally relevant sources of information for use within intelligence products which will include learning to use specialist software systems.
- Organisationally relevant Intelligence Sources that are commonly used, such as Open Source, Imagery, Communications and Human.
- The Intelligence Cycle, including all processes involved in direction, collection, processing and dissemination of intelligence.
- The main factors influencing their respective organisational/client environments, such as specific threats and key intelligence priorities, for example, tax evasion, passport fraud, people smuggling, organised criminality.
- The benefit of generating or using intelligence combined from a number of sources as opposed to a single source, considering how validity and credibility can be affected depending on the type used.
- How to use analytical development techniques to identify and produce key findings and judgements in assessments. Techniques could include, but are not limited to, pattern and trend analysis, geospatial analysis, network analysis, or others as appropriate to the organisation and its risks.
- Understand how to carry out data analysis from a numerical or factual perspective and interpret it, taking account of quantity and quality of data.
- How to identify intelligence gaps and opportunities for further analysis such as developing and maintaining an expert level knowledge or expertise to allow considered assessment through interpretation and evaluation.
- How to identify a range of relevant and credible information sources and recognise the need to collect new data when necessary from internal and external sources.
- How bias can affect judgement, and the dangers it presents if measures are not in place to mitigate this.

## Skills

### An Intelligence Analyst is able to:

- Engage with clients appropriately to ensure effective understanding of intelligence tasks and actively monitor ongoing intelligence requirements, engaging with all levels in an organisation, the customer and other interested parties in order to respond to demands.
- Recommend what information should be collected based upon identified intelligence gaps, and/or issue requests for information to external organisations to collect or process information.
- Identify, review, and interpret significant information, applying organisationally appropriate analytical techniques such as the use of diagnostics (links, patterns, and trends), scenario generation and validating assessments to identify key findings and opportunities for further analysis.
- Think critically, through objective analysis and evaluation of an issue, to form a judgement which is unbiased, undistorted and can withstand challenge.
- Produce written reports to a high standard as well as confident verbal briefings and presentation of findings, using an appropriate range of methods dependent on factors like audience, available time and the organisation's culture.
- Obtain client views on outcomes so as to feed back into the Intelligence Cycle and enrich the process of collection, processing, dissemination.
- Use existing and emerging IT (including digital) applications in the analysis, development and dissemination of intelligence products in line with organisational requirements.
- Operate in accordance with applicable security and legislative responsibilities such as applying appropriate audit trails, handling instructions, and protective markings, including the Official Secrets' Act.
- Organise appropriate disposal when working with sensitive materials.

## Behaviours

### An Intelligence Analyst should be:

- Confident in their ability and have courage of their convictions.
- Logical with a good attention to detail.
- Discreet and trustworthy when working with highly confidential materials.
- Open minded, innovative and a problem solver.
- Agile, able to adjust rapidly and decisively, especially when operating in complex situations.
- Persistent and resilient; not all intelligence activity will immediately be successful.
- Flexible and understand that there is more than one way of working.



# Risk/Compliance Officer Apprenticeship Standard

▶ Level: 3

▶ Funding: up to £9,000

The Risk/Compliance Officer Standard was developed to provide a robust and recognised Apprenticeship pathway for Risk and Compliance professionals working across the breadth of the Financial Services sector.

At Intqual-pro, we fully evaluate all apprentices prior to induction to programme and develop a pathway that is bespoke to each individual, being relevant to both sector and their organisation. With a huge breadth of risk experience on our staff, covering Regulatory Compliance, Financial Services, Financial Crime and Cyber Security, Intqual-pro are able to offer a bespoke and relevant compliance/risk pathway that is very specific to individual apprentices role.

The typical training period for the learners on our Risk/Compliance Officer Apprenticeship is 15 months and consists of classroom based delivery sessions on either our premises or client sites as desired.

Specific modules and risk/compliance pathways for study are defined within employer scoping and learner skill scan.

## Session Breakdown:

<b>Session 1</b>	Risk Management Purpose, Overview, Principles and Terminology
<b>Session 2/3</b>	Compliance Frameworks, Policy and Processes, Sanctions and Penalties
<b>Session 4</b>	Organisational Objectives, Values and Purpose within a Compliance Environment
<b>Session 5</b>	Effective Communication
<b>Session 6/7</b>	Risk Analysis – Structured Analytical Techniques
<b>Session 8</b>	Assumption, Bias and Critical Thinking within Risk and Compliance

**Session 9** Live Exercise Session (Scoped with employer)

**Session 10/11** Professional Qualification preparation and exam

**Session 12** Mock End Point Assessment

## Additional Modules Available:

- Understanding the Disclosure of Information
- Cyber Security Awareness
- Mental Health First Aid

## Professional Certification

Prior to reaching End Point Assessment Gateway, all Apprentices must achieve one of the below professional certifications that are most relevant to their role and pathway, to be determined by the employer prior to programme start.

### International Compliance Association:

Certificate in Financial Crime Prevention, Certificate in Compliance, Certificate in Anti-money Laundering

### Chartered Institute for Security & Investment:

Combating Financial Crime, Global Financial Compliance, Risk in Financial Services, Managing Cyber Security

### Learner Commitment

Between teaching sessions learners are provided with a range of knowledge and skills development tasks to ensure competence and progression to End Point Assessment gateway. Intqual-pro fully maps and record Off the Job requirements. All apprentices have access to our e-learning platform for the duration of programme, providing constant communication with the training and assessment team and access to their live Individual Learning Record, providing clear and consistent visibility of targets and progression.



# Requirements:

## Core Knowledge, Skills and Behaviours

### Knowledge

### What is required

#### Risk and Compliance Framework

Broad understanding of the Financial Services legal and regulatory framework, the role of the different regulators (if appropriate), the implications of non-compliance for the organisation.

#### Risk and Compliance policies / procedures

Sound understanding of the specific risk/compliance requirements for their role e.g. operational risk, financial crime, know your customer, training & competence, approved persons, conduct risk, complaints, data security. This should include both the actual legal/regulatory requirements eg Financial Conduct Authority (FCA) Handbook and the policies/procedures used by the organisation to implement these requirements.

#### Industry and company understanding

Understands the role their organisation plays in Financial Services, the business they work in, the products and services offered to customers, the organisation's approach to delivering fair customer outcomes, its 'Values', professional standards, and where their role fits in the business. Understands the function of the different areas of the organisation they need to work with in their role. Basic understanding of the impact the external environment has on Financial Services and relevant best practice.

#### Systems and Processes

Understands the systems, tools and processes used in the role, together with the standards to be met, including IT tools.

### Skills

### What is required

#### Delivering Services

Uses a wide range of company systems and processes to deliver services to customers/colleagues. This may include advice to customers/colleagues based on regulatory requirements and organisation policies; working with suppliers on data security; internal reviews / audits and follow up; ensuring accurate records e.g. approved persons; supporting formal committees. Proactively meets challenging individual and team performance measures in line with company policy, Values, standards and regulatory requirements. Plans and organises their work, focusing on priorities, to meet commitments / KPIs, including regulator deadlines. Escalates when required.

#### Analysis and Problem solving

Analyses relatively straightforward risk/compliance problems, investigating issues e.g. fraudulent transactions, and recommending solutions. Works with data, analysing and producing required reports / management information for internal and/or external e.g. FCA use. Able to read and interpret reports, summarising required information.

#### Communicating & Influencing

Writes clear and concise reports / recommendations in a way that is meaningful to the recipient. Deals effectively with customers/colleagues, using sound interpersonal skills and communicating well through a range of media using appropriate language e.g. phone, face to face, email. Listens actively to understand needs and adapts their style to the recipient. Influences others to ensure compliance/risk requirements are met, when appropriate.

#### Teamwork

Builds/maintains strong working relationships with customers/colleagues/suppliers as appropriate. Consistently supports colleagues at all levels and collaborates to achieve results. Aware of own role in the team and impact on others.

#### Continuous improvement

Identifies opportunities to improve performance and service delivered. Takes ownership of specific changes that impact their role.

#### Personal Development

Keeps up to date with relevant legal/regulatory changes. Seeks feedback and acts on it to improve their performance. Builds their own capability through ownership of their own development, working with their manager.

### Behaviours

### What is required

#### Honesty & Integrity

Truthful, sincere and trustworthy in their actions. Shows integrity by doing the right thing. Maintains appropriate confidentiality at all times.

#### Flexibility

Adapts positively to changing work priorities and patterns when new tasks need to be done or requirements change.

#### Resilience

Displays energy and enthusiasm in the way they go about their role, dealing positively with setbacks when they occur. Stays positive under pressure.



# INTQUAL PRO

Phone: 01234 381158

Email: [apprenticeship@intqual-pro.com](mailto:apprenticeship@intqual-pro.com)

2 Appley Court,  
Haynes,  
Bedfordshire,  
MK45 3QQ

[www.intqual-pro.com](http://www.intqual-pro.com)